THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

MINUTES OF THE REGULAR FACULTY SENATE
MEETING HELD ON DECEMBER 10, 2010
IN THE STATE ROOM

Present: President Knapp, Provost Lerman, Registrar Amundson and Parliamentarian Charnovitz; Deans Barratt. Burke, Dolling, and Goldman; Professors Barnhill, Biles, Castleberry, Cordes, Corry, Garcia, Garris, Harrington, Helgert, Hotez, Johnson, Klaren, McAleavey, Pagel, Parsons, Rehman, Shesser, Simon, Wilmarth, Wirtz, and Yezer

Absent: Deans Brown, Feuer, Guthrie, Lawrence and Scott; Professors Boyce, Costanza, Dickson, Galston, Kessmann, Ku, and Lipscomb

CALL TO ORDER

The meeting was called to order by President Knapp at 2:15 p.m. He remarked that he was using for the first time a gavel provided by Professor Lilien Robinson. It is a replica of the Susan B. Anthony gavel belonging to the Womens Suffrage Association in the late 19th century. The original is currently on display in the Museum of American History at the Smithsonian Institution.

APPROVAL OF THE MINUTES

The minutes of the meeting of October 8, 2010 were approved as distributed after a change in the administrative attendance list was made.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

UPDATE ON THE INNOVATION TASK FORCE

The update was presented by Associate Vice President for Academic Operations Jeffrey Lenn and Senior Associate Vice President for Finance David Lawlor, Co-Chairs of the Innovation Task Force (ITF) Steering Committee. (The update is enclosed.)

For the benefit of new Senate members, President Knapp gave an overview of the origin of the Task Force's efforts, which began when the Board of Trustees suggested that one way to double the impact of the University's endowment payout might be to launch a process to identify ways in which the University could achieve savings and generate additional resources beyond those which could be obtained by fundraising alone. Funds accruing as a result of the innovations thus identified would be banked and used to advance the University's academic mission, including enhancing the student experience. At the end of five years the goal is to identify $60 million per year in recurring funds for investment in academic priorities.

Vice President Lenn began by reviewing the first phase of the Task Force's work, which was completed last year. During Phase I, ideas for achieving savings and enhancing revenues were solicited from all members of the GW community, and these ideas were filtered through two Committees. After careful analysis, fifteen ideas were presented to the President and senior staff, and from that emerged the 6 x 6 principle – that every six months, teams would work on the six selected ideas to develop an implementation plan.

The ITF Report describes the ITF's Innovation teams, the structure of the Task Force as it pertains to oversight, a macro timeline for Innovation Ideas, and information concerning sources and investments of the Innovation Fund to date.

The organization of the Task Force has changed somewhat from its structure in the first year of operation. Four functional areas have been identified and added to the Steering Committee – Communications (Sarah Baldassaro), Tracking (Don Boselovic - monitoring monies taken into and paid out of the Innovation Fund), Scanning (Professor Roger Whitaker - exploring what other colleges and universities, as well as organizations outside of higher education are doing in regard to innovation), and Innovation Facilitation (Sara Melita - gathering more new ideas for evaluation). Graduate student Will Rone also serves on the Steering Committee and Renee Fitzmorris provides staff support. This group meets every two weeks.

Innovation Teams have also been set up, each led by a champion whose task it is to advocate for implementation of the following selected initiatives: Hybrid Courses (Dianne Martin); Study Abroad (Donna Scarboro); Strategic Sourcing (David Lawlor); Leased Space (Alicia O'Neil Knight). Creation of a GW Temp Agency and the Telecommuting Initiative are both led by Louis Lemieux. Each of these teams reports to the Steering Committee Co-Chairs and to their Executive Sponsors, Provost Lerman and Executive Vice President and Treasurer, Louis Katz.

An Exploration Committee, chaired by Professor Michael King and Assistant Treasurer David Green has been formed, following the principle of having leadership from both the academic side and the administrative side of the University. This Committee is responsible for looking back at ideas already submitted but not chosen in Phase I as well as evaluating new ideas that come forward. Their task is to analyze the ideas, talk with people about the feasibility of the projects, and then select twelve to be presented to the President and his senior staff at the end of March, 2011. Members of the Exploration Committee are listed on page 3 of the update.

Vice President Lawlor reported financial details of the Task Force's work. When the Board of Trustees was briefed in May, 2010, approximately $2.8 million in recurring funds had been identified. That number has now grown to $17.5 million. $11.5 million will come from the initial six ideas already identified in Phase I and an additional $3.2 million of additional savings identified since May will be available. In terms of investment, or funds made available for academic initiatives, a total of $4.7 million is available for FY 11, and $6.3 million has been budgeted for FY 12. Another $.6 million has yet to be allocated. Vice President Lawlor concluded his remarks by saying he thought progress to date has been good; as the Task Force enters into Phase II, ideally initiatives on the order of $10-12 million can be identified to keep the momentum going.

Provost Lerman spoke briefly on the ground rules for reinvestment of ITF funds into the academic enterprise. The highest priority is to invest in things that contribute to the long-term quality of the University's academic mission. It is very unlikely that ITF funds will be devoted to capital-related purposes. Provost Lerman said he thought the bulk of the funds will be invested in new faculty lines. Investments in young faculty who will become GW's future scholars, and investments in initiatives that improve teaching, learning, and the student academic experience will also be made.

Provost Lerman said he has begun to assemble priorities for the expenditure of ITF funds through the budget process. The Deans have been asked to submit two to four of each School's highest priorities. Some of the Deans will be doing this in consultation with their respective department chairs and faculty, and others will rely on their long-term strategic plans. A similar exercise is underway in other units within Academic Affairs that are not exclusively aligned with a particular school, for example, the Honors Program. As expected, this process has thus far produced a very long and expensive list, not all of which will receive funding, particularly in the first year. Prioritization in these units and in the Schools will continue on an annual basis, and a rolling list will be compiled for funding as monies become available.

Provost Lerman said the first significant expenditure of ITF funds was made before he arrived, when approximately a half million dollars was provided to Columbian College for the improvement of academic advising. H added that he looked forward to working with the academic units so that some of the ITF money can begin to flow into the FY 2012 budget.

Professor Wilmarth asked Associate Vice President Lenn how many Schools offer or are contemplating offering hybrid courses. Vice President Lenn responded that answer is not yet available, as the Task Force is still in the process of making an inventory of the number and nature of these. Professor Wilmarth said he thought this initiative would certainly expand a new and different way of teaching and is thus a change in academic policy. Noting that online for-profit colleges have been getting some very bad publicity recently, Professor Wilmarth said he thought the University should be very careful about the quality of online components in the hybrid courses so that it does not invite similar criticism, particularly given the tuition that GW charges. Professor Wilmarth asked Professor Castleberry whether the Executive Committee would involve the Senate Educational Policy Committee in examining the hybrid course initiative and providing the Senate's input about it. Professor Castleberry responded that the Executive Committee would discuss this at its next meeting on December 17th.

Discussion followed, with President Knapp pointing out that the notion of hybrid courses is not new at GW and that some academic units, particularly Health Sciences, already make extensive use of the online instructional mode. Vice President Lenn said that what is new is not hybrid courses *per se*, although these offerings will expand. The point is to expand these offerings in such a way that less on-campus space can be used.

Professor Corry pointed out that a distance education task force under the leadership of Dean Burke of the College of Professional Studies completed its work last year. The Task Force's report is available for review, and provides a good overview of distance learning

across the University. Professor Yezer said that the Economics department has found it very beneficial to students to have an online component to its courses.

Professor Helgert asked which idea has produced the highest potential for revenue thus far. Associate Vice President Lawlor responded that strategic sourcing, which is composed of purchased services, supplies, travel and other categories, is on track to yield approximately $6.3 million by taking advantage of the University's leverage and influencing how it negotiates for services without changing business practices.

Professor Garris noted the high cost of outside contractors to perform design work for facilities improvements. A number of educational institutions have the capability to do this using in-house staff. He said he thought it would be desirable for the Task Force to look for ways to find and use the most cost-effective contractors as well as develop in-house capabilities. Vice President Lawlor confirmed that this is an issue under examination, and said the development of a temp agency is a first effort in this direction.

HUMAN RESOURCES UPDATE

Chief Human Resources Officer Louis Lemieux distributed copies of his Powerpoint presentation (the presentation is enclosed). He began by saying that when he arrived a little over a year ago, it was clear to him that, as GW is the largest private employer in the Nation's Capital, its Human Resources Division was in a unique position to take advantage of tremendous opportunities and ultimately, transform the University into an employer of choice in the District of Columbia. This view was confirmed in his conversations with Deans and other individuals on campus, particularly staff who interact with numerous and varied employee populations.

These conversations were instrumental in identifying three key focus areas, the first being service delivery. The service creation project will focus on building a Human Resources partner model with the goal of reducing the need to go to multiple sources to obtain necessary information. The success of this model will be measured by using metrics to ensure that HR is providing the value expected from the division.

Another focus area is organizational effectiveness, which touches every part of the employee life cycle process – from employee recruitment to how those individuals are introduced to the University. This area also includes employee development and retention strategies so the University can retain the best and brightest.

Last but not least is compliance, an element of HR that is always going to exist. There is a tremendous opportunity to focus on streamlining processes, setting standards, and improving internal controls in different areas of the University.

The HR strategy for moving toward making GW an employer of choice involves leveraging benchmarks as well as engaging University stakeholders who use HR services, employ staff and are part of the institution's infrastructure. HR has also developed a Three-Year Transformation Plan, details of which are provided in the presentation enclosed. Mr. Lemieux touched on highlights of the Plan in the three focus areas, including subject matter expertise development and evolution, and e-learning strategy development and implementation, which has been launched through SkillPort. The goal of both of these

initiatives is to provide employees with information in an easily discernible format in one central location. A related development has been the creation of a full-time service center on the first floor of Rice Hall for faculty and staff. This has generated a good deal of positive feedback and usage has been steady.

Mr. Lemieux outlined HR priorities for FY 11, set forth on page 5 of the presentation. These are divided into two categories, employer of choice projects, and transformation projects, with an overlap in the center where these initiatives touch. Two ITF initiatives mentioned by Associate Vice President Lenn – telecommuting and the creation of a temp agency – are listed in the employer of choice category, along with benefits improvements, on-boarding improvements for new employees, and Wellness programs which have been a significant request from the faculty. A new performance management initiative was rolled out in FY 10, generating positive feedback from many.

Employee communications is one area in which quite a number of faculty and staff have indicated there is a need to find a better way to communicate more information in a way that is going to be easy to access. Management development, diversity and inclusion, and improvements to policies and standards are also FY 11 priorities that involve employer of choice and transformation projects.

In conclusion, Mr. Lemieux noted that the HR team delivered a presentation on employee benefit changes and enhancements at the September Senate meeting. A lot of positive feedback from the faculty has been received about the move to United Health Care as well as the expansion of University benefits previously requested. It was also often the case that faculty when traveling out of the local area could not access in-network providers. With the change to UHC, GW participants now have a nationwide network of physicians from whom to choose.

FISCAL PLANNING AND BUDGETING COMMITTEE ACTIVITIES

Following up on Resolution 10/3 adopted at the October, 2010 Senate meeting, which asked for periodic and regular updates to the Senate on the financing of the Science and Engineering Complex (SEC) Professor Cordes, Chair of the Fiscal Planning and Budgeting Committee, made a brief report.

He related that the Committee had what he termed a very good meeting on November 19th with Vice President for Development and Alumni Relations Michael Morsberger. Mr. Morsberger briefed the Committee on plans for University Development activities – not only for the SEC, but also more generally. He was asked about the report from the consultants about the capital campaign that was mentioned in a *Hatchet* article. Professor Cordes said he knew the consulting firm from his own professional work and they have a good reputation in this area. He added that he thought the report itself cost about $200,000 which was fairly reasonable, and a good amount of information was obtained from it. The firm was asked to do an in-depth analysis of the prospects for attaining different fundraising targets and also provide some benchmarks for the University.

Some of the consultant's findings were not a surprise. Currently GW is at the middle or near the bottom in fundraising compared to other institutions. There are also lot of graduates who have not been approached in the past, so this needs to be addressed.

Professor Cordes estimated that approximately 60% of the University's alumni graduated in the past ten years and that 60% of the alumni were graduate students. A short discussion followed in which Dean Dolling and Dean Barratt both said they doubted that the first figure was accurate.

The consultants were asked about the role of predictive modeling in gauging the feasibility of a capital campaign. The estimates they have of people's potential to donate funds is actually based on some fairly specific information which seeks to identify not only those who have a high capacity to give, but also the inclination to do so. The identification of individuals in the University's pool of potential prospects who possess these attributes is key to a successful campaign.

In terms of the $100 million fundraising goal for financing the SEC, the building is viewed as the linchpin, or cornerstone, of a broader capital campaign. Vice President Morsberger indicated that the ideal is to have a significant share of the targeted $100 million identified and pledged (somewhere between 30% to 50% of the goal) by actual groundbreaking for the building, which he indicated would be in the fall of 2011 or thereabouts. The remaining balance of the fundraising objective should hopefully be committed by the time of the opening of the facility, which is presently projected for 2014. It is expected that information on fundraising will be presented to the Board of Trustees at the February, 2011 meeting, and Professor Cordes said he thought he would have more information for the March Senate meeting. Professor Cordes said that there clearly is a fundraising plan, it is moving forward, and it seems to be reasonably well thought out. He urged that everyone wish Vice President Morberger and those who work with him well, because it is in everyone's interest for them to succeed.

Faculty members on the FP&B Committee also met last week to discuss the issue of obtaining funding for the SEC from increased indirect cost recoveries (ICR), It appears that 60 new faculty members bringing in an average of approximately $500,000 each in new ICR money will be required to reach the target. Professor Cordes said he thought the next step in exploring this aspect of SEC financing would be to formulate several questions for Provost Lerman, Dean Dolling, and Dean Barratt about how the planning for these new positions will unfold over time. The FP&B Committee will, of course, report on this discussion to the Senate.

GENERAL BUSINESS

I. NOMINATIONS FOR ELECTION TO SENATE STANDING COMMITTEES

Professor Castleberry moved the nomination of Professor Anthony M. Yezer to the Fiscal Planning and Budgeting Committee. The nomination was approved.

II. REPORT OF THE EXECUTIVE COMMITTEE

Professor Castleberry presented the Report of the Executive Committee, which is enclosed. The Executive Committee Report presented to the Academic Affairs Committee of the Board of Trustees at its October meeting was distributed, and is enclosed.

In connection with the portion of the Executive Committee report devoted to the conversion process used for faculty positions in the School of Public Health and Health Services during the spring semester, 2011, Professor Barnhill inquired about the appointment, promotion and tenure process at the departmental level. Professor Castleberry said that his understanding was that the *Faculty Code* provides that at the departmental level, there is either a committee of the whole or tenured, elected faculty members who make initial recommendations to an Appointment, Promotion and Tenure (APT) Committee. The recommendation is then transmitted to the Dean.

Discussion followed by Dean Barratt, President Knapp and Professor Wirtz, who pointed out that the procedures established by faculty in the Schools for making decisions concerning tenure must not only follow provisions of the *Facuty Code*, they also must be published in advance. Professor Wilmarth noted that paragraph B. 2. on page 18 of the *Code* provides that "the regular, active-status faculty of the rank of Assistant Professor or higher of a department, or of a nondepartmentalized School, shall, subject to such limitations and guidelines as may be established by the faculty of the respective Schools, establish procedures enabling an elected standing committee or a committee of the whole to submit its recommendations for appointments." Professor Wilmarth maintained, as did Professor Castleberry in his report, that conversion of a faculty position to regular, active-status is in fact a new appointment. It appears that in the SPHHS conversion process, not only was the *Code* not followed, but the University's Human Resources search procedures may also not have been observed. Professor Wilmarth added that he associated himself with Professor Castleberry's comment that the conversions of research faculty positions occurred before Dean Goldman became Dean of the School, and he therefore did not intent his remarks to imply any criticism of her. He also noted the same was true with respect to Dr. Lerman, because the conversion process took place before Dr. Lerman assumed office as Provost.

Professor Wilmarth further observed that the process employed for conversions in SPHHS did not comply with the written criteria for faculty dossiers issued by Rice Hall, which stress the importance of providing detailed supporting documents in support of proposed grants of tenure or promotion, including external letters from recognized experts in the relevant field. In addition, the procedure used for conversions was not authorized by the Board of Trustees, because the Board's decision memorandum concerning SPHHS governance simply suggested that an opportunity might be offered for faculty to apply for a different status under appropriate University procedures, and those procedures were not followed in connection with the conversions that occurred.

Professor Wilmarth concluded his remarks by saying that he thought the faculty conversions at SPHHS were very unfortunate because they represented a serious breach of the *Faculty Code*. Without in any way minimizing the seriousness of the matter, he agreed with the Executive Committee Chair that at this point there is nothing that can be done to change the result. However, he wished to emphasize that the *Faculty Code* does not authorize or recognize any type of conversion or change in faculty status that does not comply with the procedures governing faculty appointments, tenure grants and promotions as set forth in the *Faculty Code*. Professor Wilmarth said he hoped the Administration would agree with the Senate that conversions of the type that occurred in SPHHS would never happen again.

Professor Castleberry noted that University administrators at the time of the SPHHS conversions had approved the in-house handling of the process, but the Board of Trustees had not.

Dean of the SPHHS Goldman spoke briefly, saying she agreed with Professor Castleberry's observation that the process seemed a fair one in that everyone in the class of faculty eligible had the same opportunity to apply for conversion to a tenure-track position. Some were interested, and some chose to remain in research positions.

Dean Goldman said she had reviewed each and every one of the conversions and that the research faculty members involved were really serving in roles that were not appropriate in terms of the depth of their commitment to educational programs, acting as principal investigators or running centers, or otherwise performing the duties of regular, active-status faculty members. She said she thought the School would not do such conversions again simply because there would be no need to. She added that she did think there were some good reasons to try to move the faculty members in question from research positions to tenure-track or regular positions.

Dean Goldman also acknowledged that the SPHHS APT Committee was not elected, but it does include the very small cadre of all of the tenured faculty in the School. She said she did not believe there would be a need to go to an election process until there are so many tenured faculty that it would be unwieldy to have a Committee of the whole serve as the APT Committee. As the School is now recruiting for a fair number of tenure and tenure-track positions, demands on the APT Committee will increase, and it probably needs to have everybody participating who can.

Dean Goldman further observed that even after thirteen years of existence, SPHHS has departments in which a tenure Committee cannot be mustered, for example, in one department where there are two junior tenure-track faculty members. It simply would not be possible to constitute such a Committee in compliance with the *Faculty Code*. This situation is shared by the recently-established School of Nursing. Under these circumstances, SPHHS is utilizing common sense and mutual aid by involving faculty from other departments with relevant expertise in the decision-making process. Non-tenured or non-tenure-track Committee members also can contribute in a non-voting capacity. Dean Goldman said she thought that the decision memorandum of the Trustees was consistent with being able to do this. This will need to continue until the School achieves a critical mass in every single area and departments can function as others in the University do.

President Knapp observed that the discussion had been lengthy and wide-ranging, and said he trusted that Professor Barnhill's question had been answered. The language of the various sections of the *Faculty Code* as they pertain to appointment, promotion and tenure procedures is extremely complex. President Knapp said he thought that one section of the *Code* seems to provide that in cases where exceptions are made, at a minimum, the Senate Executive Committee is to be consulted by administrators in advance and that compelling reasons for the exception are to be identified. [It was later determined that the *Code* provision referenced on page 18 pertains to administrative nonconcurrences with faculty recommendations concerning appointment, promotion and tenure cases rather than the SPHHS conversion process.]

Provost Lerman advised the Senate that he has already turned down two other requests for conversions of faculty positions, and that he mandated a national search. He agreed with the proposition that, moving forward, the conversion procedure employed by SPHHS should not happen again.

On behalf of the Committee on Honors and Academic Convocations, Professor Rehman, Chair, made the following remarks concerning the portion of the Executive Committee Report dealing with the honorary degree recipient selection process this year:

The bottom line is that there was a gross violation of procedure by the University Marshal's office which essentially boiled down to knowingly bypassing Faculty Senate input in the selection of five nominees for honorary degrees – including our commencement speaker for this year. Provost Steve Lerman and I had a number of discussions about this, and for the record, I am very happy to report that from the moment Steve was informed that procedural processes had not been adhered to, he immediately and personally worked with me not only to find a satisfactory resolution to the problem but, moreover, willingly volunteered to put new procedures in place so that this sort of situation does not occur again in the future. So for the record, in my and the Committee's view, the issue has been resolved in a satisfactory manner.

I have two personal notes to add for the record: First, it was very pleasing to deal with our new Provost, who takes procedural correctness seriously and, more importantly, values the preservation of faculty input and rights very highly. Second, while I understand the tight timeframe for some nominees, I was considerably bothered by the University Marshal's Office's disregard for University procedure and rules and it left me with the impression that faculty input and rights were not taken too seriously by that Office. With regard to this latter issue, Provost Lerman has conveyed to me that he has had a meeting with the Marshal's Office and this view will not prevail in the future.

III. INTERIM REPORTS OF SENATE STANDING COMMITTEES

Interim Reports of the Appointment, Salary and Promotion Policies Committee and the Libraries Committee were distributed at the meeting; the Reports are enclosed.

IV. CHAIR'S REMARKS

President Knapp briefed the Senate on the town hall meeting with the Medical Center community that he and Provost Lerman conducted the week before. The occasion for this meeting was the announcement by Senior Vice Provost and Vice President for Health Affairs Williams that he would step aside from his position in January, 2011 and take a sabbatical leave in order to permit the University to proceed with Phase II of a comprehensive review of the Medical Center requested by the Medical Center Committee of the Board of Trustees in May, 2010.

President Knapp said that the move toward the present structure of the Medical Center began about fifteen years ago when GW was under tremendous financial pressure because of the GW Hospital's losses, something it shared with most other urban Medical Centers at that point in time. Several decisions were made, one of which was to sell the Hospital to a for-profit corporation, United Health Services (UHS). This made it possible

for the old GW Hospital to be replaced by a completely new facility just across the street. In addition, the clinical faculty practice was re-structured as a separate not-for-profit corporation now known as the Medical Faculty Associates (MFA), and the GW Health Plan was terminated. With the exception of the recent establishment of the School of Nursing, the present structure of the Medical Center, including the School of Public Health and Health Services, has been in existence for about a decade. Presently, the remaining elements of the Medical Center are operating in a sound financial manner.

While it remains to be seen exactly what happens with the Obama Administration's plans for health care reform, it is likely there will be dramatic changes of one kind or another taking place in the health care system nationwide. In recognition of this, the Medical Center Committee of the Board requested that Board Chairman Ramsey and President Knapp conduct a review to determine how best to position the Medical Center for success in an environment where competition locally for health care has been intensifying and the nature of federal sponsorship for various programs, such as research programs, could also be changing rather significantly in the coming years.

The process of interviewing potential consultants began last summer and BDC Advisers was selected to conduct the Phase I review. This was completed in early November, at which point the firm's representatives met with the Medical Center Committee of the Board to summarize their findings. Part of that summary included a recommendation that a new administrative structure be considered for the Medical Center. Three options were outlined, Option A being retention of the *status quo.* Under Option B, the functions of the Dean of the School of Medicine and Health Sciences (SMHS) and those of the Senior Vice Provost and Vice Provost for Health Affairs would be combined, with the School of Public Health and Health Services (SPHHS) and the School of Nursing (SON) reporting to that individual. Under Option C, the consulting firm's preferred option, each of the three Schools in the Medical Center would operate in parallel as independent Schools, and report directly to the University Provost.

Following discussions with Dean of the School of Medicine and Health Sciences Scott and Dr. Williams, the conclusion was reached that neither of them could preside over a review of their own positions, and that it now made sense, after all of the accomplishments of the last decade, for the leadership to step aside so that an interim structure could be established to move forward with the next phase of the review.

During Phase II of the review process, restructuring options for the Medical Center will be considered and a series of recommendations will be discussed concerning GW's partner institutions, which include UHS, the MFA, Children's National Medical Center, INOVA in Northern Virginia, and other groups that are involved in teaching medical students and other activities. President Knapp indicated that he had asked Provost Lerman to organize these discussions, and also to arrange for the selection of interim leadership of the Medical Center beginning in January, 2011. The plan is to have Phase II completed in time for the results to be presented to the Administration so that it can report to the Board of Trustees in May.

Provost Lerman advised that he had appointed a significant part of an Advisory Committee of faculty and staff. When fully staffed the Advisory Committee will also include student representatives from each of the Schools in the Medical Center. The charge to the

Committee is to advise on issues that need to be resolved. Beyond the issue of which option is selected to restructure the Medical Center, the most obvious set of questions revolve around the flow of resources. Presently, budgets of the three Schools that comprise the Medical Center come from the Medical Center itself. If an option is selected where each School would have a separate budget, a number of practical, concrete questions arise, for example, how to fund the Medical Library if one has three units that partake of it. The Medical Center is an extremely complex organizational structure that has a complicated flow of funds, not all of which are obvious and transparent. In the interest of transparency and trust building, people have to be able to see what the resources are, where they flow, and some decisions need to be made about how those resources need to flow in the future.

The Advisory Committee has already taken up the issue of communications as it was discovered that the message sent from President Knapp and the Provost did not reach the medical students as intended because of the way in which the domains are structured. That has now been remedied. The most pressing short-term priority is resolving the issue of interim leadership for the Medical Center. This needs to be put very quickly into place, if for no other reason than keeping operations running effectively. It is critical because the work of the three Schools must continue to serve GW students while the University is in the process of evaluating and eventually potentially migrating to a different organizational structure. In addition, significant financial arrangements must be maintained, as the Medical Center's operations involve numerous people and provide services that are critical to many patients and the community.

A third area that needs to be explored and discussed is the Medical Center's relationships with its critical partners. The way in which the University chooses to structure its relationships with these partners needs to be addressed by bringing them into the conversation, respecting their interests, and making sure that those relationships are as productive in the new model as can possibly be achieved. Provost Lerman said he thought that the most crucial component in making the Medical Center a more effective organization is mutual trust. For all units to work effectively it cannot fully be a transactional relationship, and establishing a more transparent, inclusive process is central to establishing that trust.

President Knapp summed up this portion of the discussion by saying that a great deal has been accomplished at the Medical Center, and he added that he did express his personal thanks to Dr. Williams and to Dr. Scott for their leadership of the Medical Center. (The report of BDC Advisers concerning the Medical Center is enclosed.)

Professor Wirtz asked if Option C has been selected at this point. President Knapp responded that it has not. That is only one of the questions to be answered, but it is the most glaring question because it is the one that drives everything else. Professor Wirtz asked if there is still the possibility of an intermediary between the Deans of the three Medical Center Schools and the Provost. President Knapp responded that this was a possibility (Option A). There are examples of all of the structures outlined in the three options in existing Medical Centers around the country. What is unusual about GW's structure is not the fact that the Medical Center combines Schools in the way it does or that there is an intermediary between it and the central University administration. What is unusual is that both the GW Hospital and the MFA are separate corporate entities.

President Knapp reflected briefly with a look back at the fall semester. The real work of the University that goes on day to day is what happens in the classroom, the library, and the laboratory. The reason the University has established the ITF, engaged in fundraising, and commenced an examination of structural issues is to further strengthen the core academic mission.

On a number of occasions during the fall semester, several notable individuals have visited the campus, including both the President and First Lady of the United States, five Cabinet Secretaries and two Supreme Court Justices. The incident commander for the Deep Horizon oil spill, who is also the former Commandant of the Coast Guard and an alumnus of the University, Admiral Thad Allen, was on campus to receive the second annual Colin Powell Award for Public Service.

For the first time in what will be an ongoing partnership, GW was selected to host the annual Science, Technology, and Math competition sponsored by the Siemens Corporation, which is relocating its headquarters from New York to Washington D.C. The science fair style event, held in the Jack Morton Auditorium, involved high school finalists from regional competitions. Prizes for participants consisted of a series of scholarships ranging from $10,000 to $100,000 for winning individuals and teams. To give an idea of the tenor of the event, the President described one team of high school students from different schools, who met in science camp and got together to develop a project on pancreatic cancer. They had looked at fundamental cell division mechanisms and identified an agent that could prevent cell replication from occurring, and then they developed a nanotechnological vehicle for delivery of the drug to individual cells. They also provided a statistical comparison of the effectiveness of their treatment versus other existing treatments for this condition. President Knapp noted wryly that this team finished third in the competition.

President Knapp concluded his remarks by saying that he thought the future is pretty bright if the University continues to take control of its destiny in the ways that have been discussed and brings in the resources to support everything it is doing.

BRIEF STATEMENTS (AND QUESTIONS)

There were no brief statements or questions.

ADJOURNMENT

There being no further business before the Senate, and upon motion made and seconded, the meeting was adjourned at 4:10 p.m.

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary

The George Washington University

EXCELLENCE THROUGH INNOVATION

ITF Phase II: Briefing

December 10, 2010 | Faculty Senate

ITF Structure: As it pertains to Innovation Teams

ITF Steering Committee

Co-Chairs: Jeff Lenn & Dave Lawlor

Communication: Sarah Baldassaro	**Tracking:** Don Boselovic	**Scanning:** Roger Whittaker	**Innovation Facilitators:** Sara Melita
Will Rone Student	**Renee Fitzmorris Staff**		

Initiative Champions

Executive Sponsors: Steve Lerman & Lou Katz

Hybrid Courses	**Study Abroad**	**Strategic Sourcing**	**Leased Space**	**GW Temp Agency**	**Telecom-muting**
Dianne Martin	Donna Scarboro	Dave Lawlor	Alicia O'Neil Knight	Louis Lemieux	Louis Lemieux

ITF Structure: As it pertains to Oversight

Steering Committee

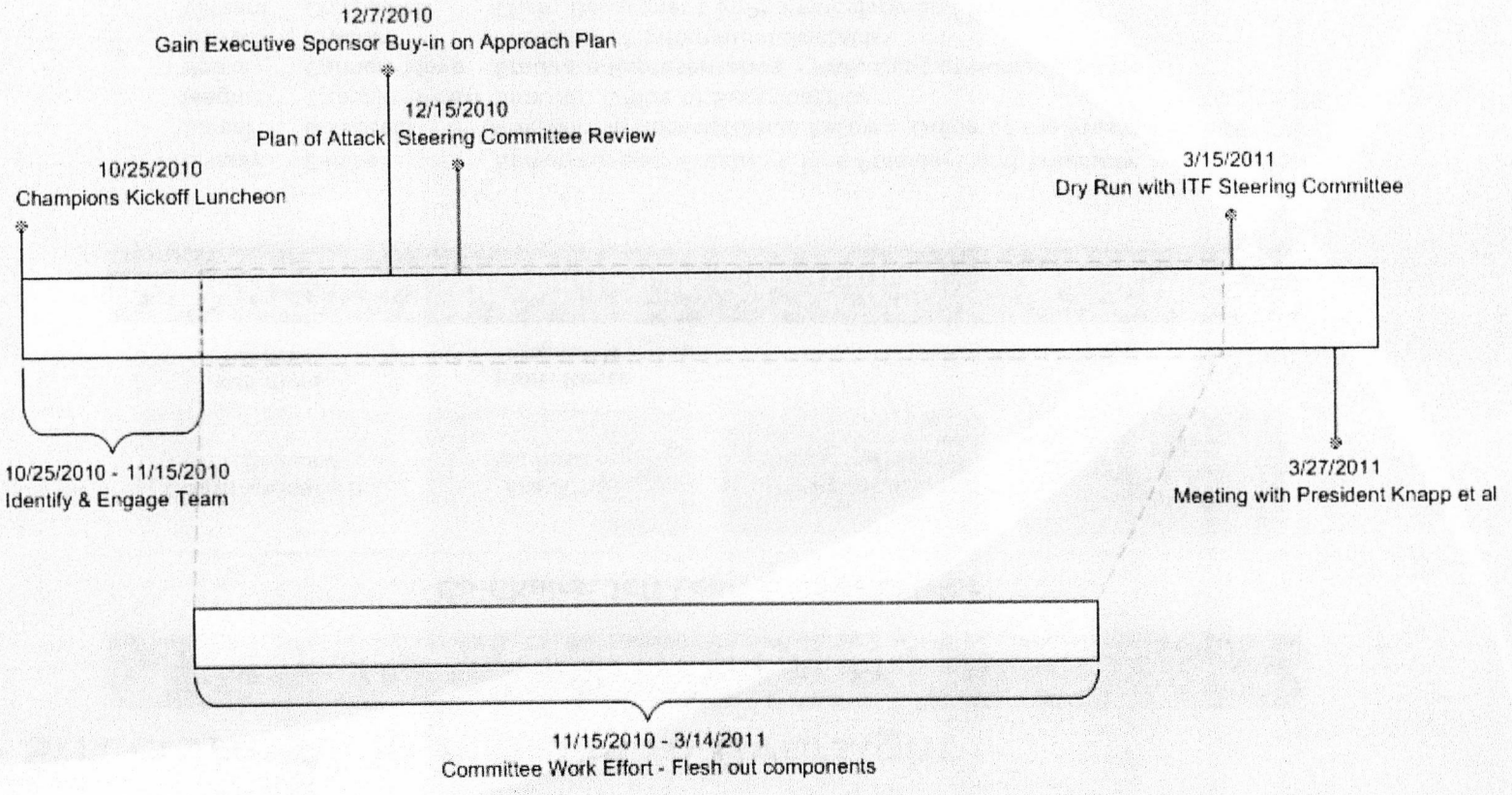
Co-Chairs: Jeff Lenn & Dave Lawlor

Communication:	**Tracking:**	**Scanning:**	**Innovation Facilitators:**
Sarah Baldassaro	Don Boselovic	Roger Whitaker	Sara Melita
Will Rone Student	**Staff: Renee Fitzmorris**		

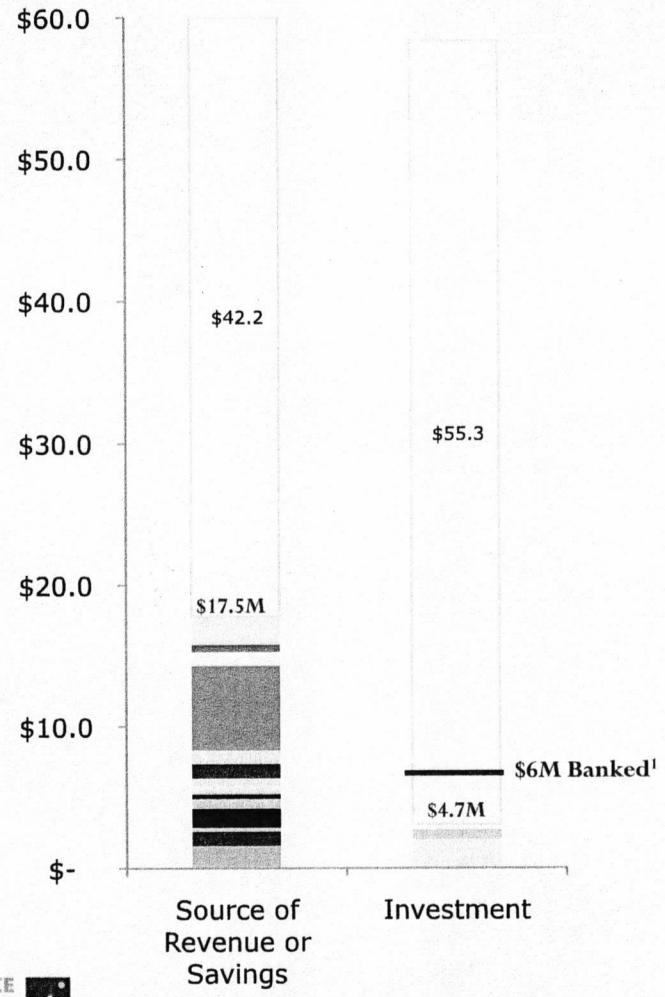
Exploration Committee

Lynsay	Belshe	Senior Advisor, Executive Vice President and Treasurer
Daniel	Bernstein	Presidential Administrative Fellow - Office of the President - ITF
Meghan	Chapple-Brown	Director, Office of Sustainability
Shakir	Cannon-Moye	Graduate Representative - PAF, Dept of Human Services
Edward	Cherian	Professor of Information Systems
Vincent	Chiappinelli	Chair, Department of Pharmocology and Physiology
Adam	Donaldson	Manager, Business Management & Analysis Group
Gale	Etschmaier	Associate University Librarian
David	Green	Assistant Treasurer
Michael	King	Chair, Department of Chemistry
Tom	Morrison	Senior Associate Dean, Law School
Charlie	Span	AVP, Business Process Management -IT Business Process Mgmt
Phil	Wirtz	Professor of Decision Sciences and of Psychology
Kimberly	Wollner	Undergraduate Representative

Macro Timeline for Innovation Ideas



Innovation Fund



EXCELLENCE THROUGH INNOVATION

1 The banked amount represents annualized and realizable savings per annum. FY11 will show a portion of this and the full amount is budgeted in FY12.

SOURCES

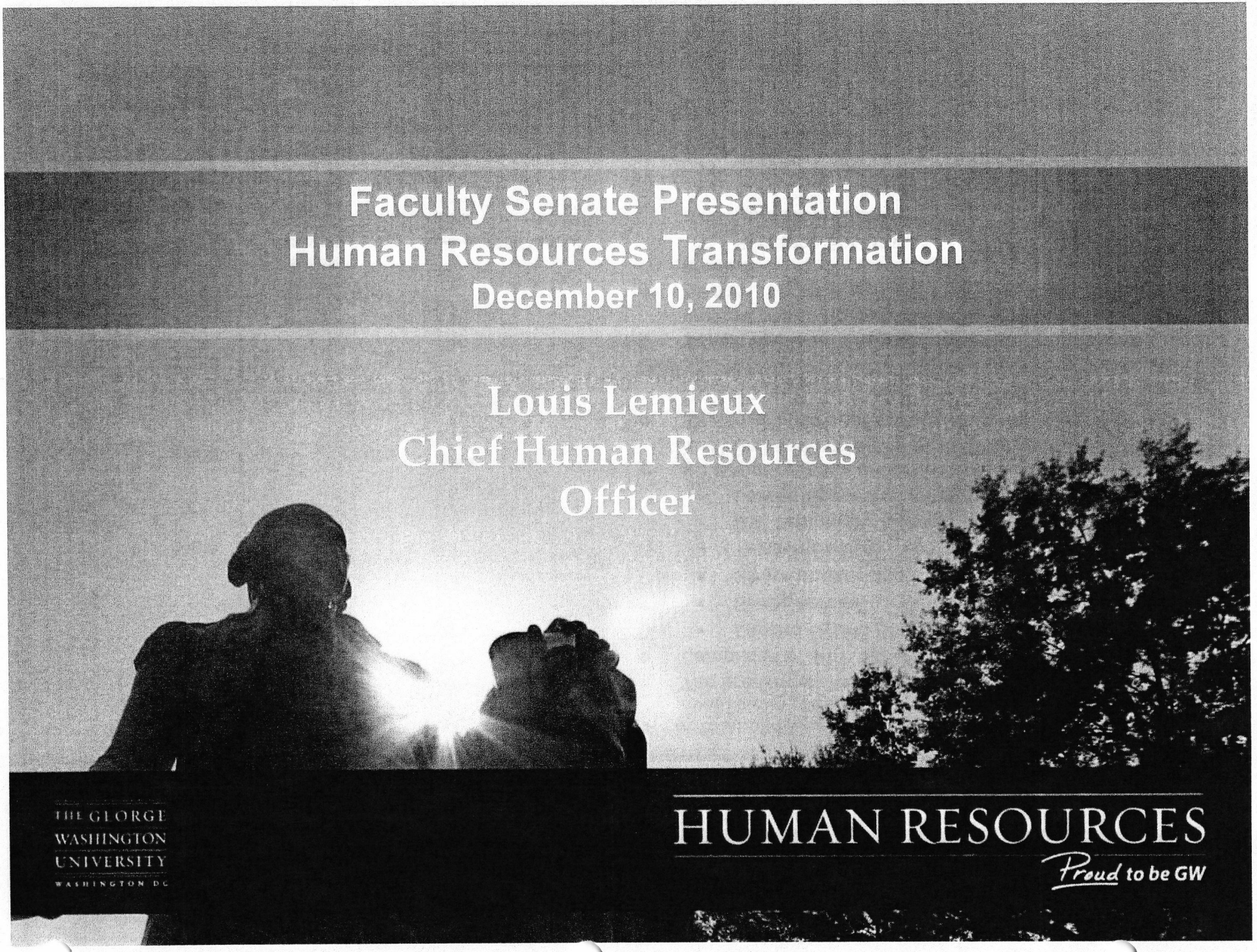
- A total of **$17.5M** has been identified and will be available in the fifth year and each year thereafter. The breakdown itemized below.
- Comprised of **$11.5M** of Phase I identified initiatives:
 - Expand Hybrid Courses,
 - Study Abroad,
 - Strategic Sourcing,
 - Telecommuting,
 - GW Temporary Agency,
 - Leased Space Reduction.
- **$2.8M** of revenue enhancements and savings identified and presented at the May Board of Trustees
- **$3.2M** of additional savings identified since May

INVESTMENTS:

- **$6.3M** has been budgeted for FY12. The pro-rata amount of **$4.7M** is available for FY11.
- To date, $4.1M is budgeted for investment in the areas of:
 - Research Set-ups,
 - Additional Faculty,
 - Columbian Advisors,
 - Degree Audit.
 - Another $0.6M has yet to be allocated

Faculty Senate Presentation
Human Resources Transformation
December 10, 2010

Louis Lemieux
Chief Human Resources Officer



Faculty Senate Presentation

- HR Transformation Strategy 3
- Transformation Three-Year Plan 4
- FY11 Priorities 5
- Benefits 2011
 - Changes and Enhancements 6

VISION

Become an "Employer of Choice" by partnering with GW leaders and delivering exceptional services and results

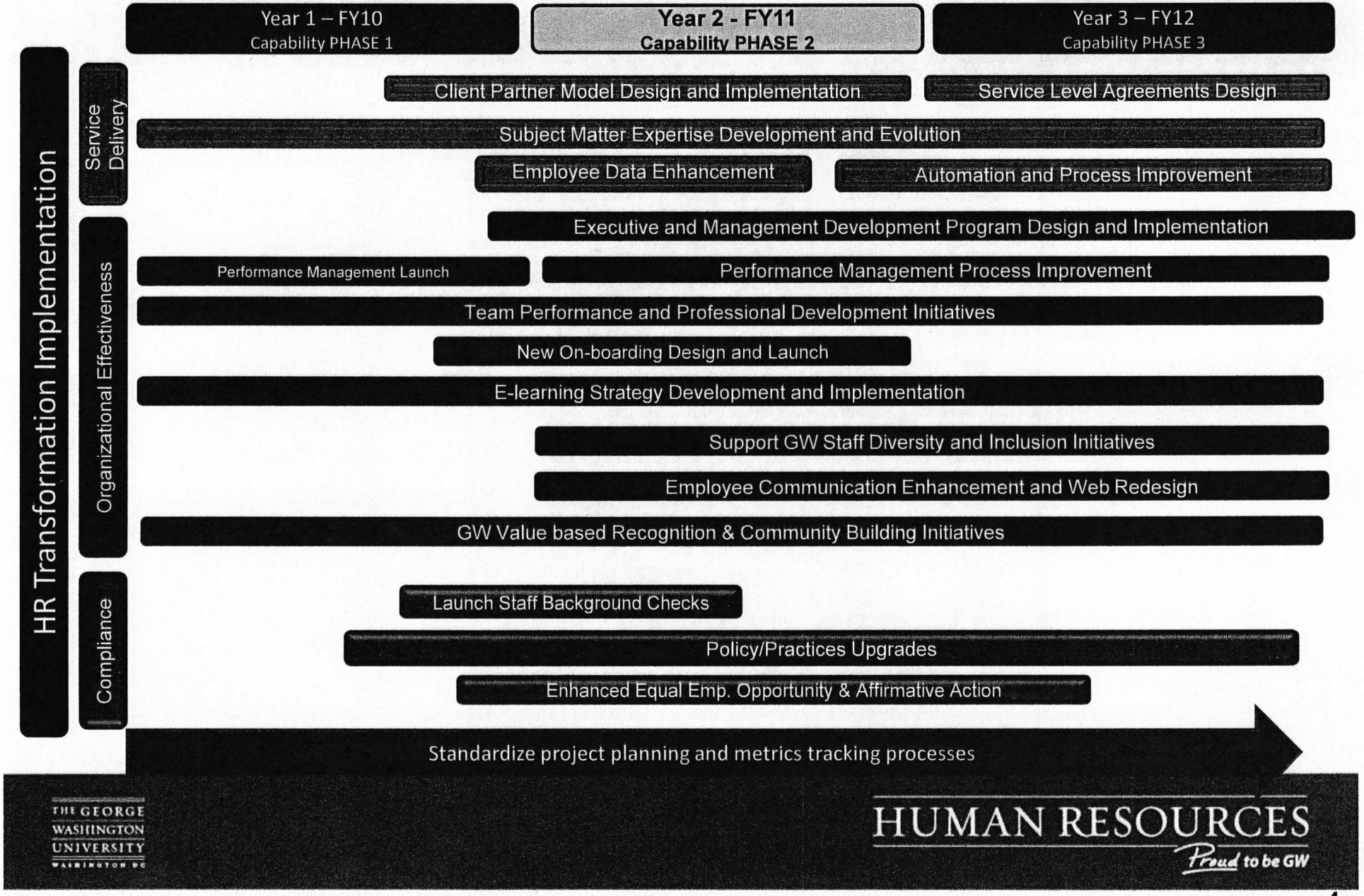
STRATEGY

- Leverage Benchmarks
- Engage Stakeholders
- Position GW for Local/Industry Recognition

ROADMAP

	Service Delivery	Organizational Effectiveness	Compliance
Strategic Objectives	Provide accurate, relevant, and responsive service and market-focused, competitive products. Build greater communication.	Proactively collaborate with leaders to improve organizational performance, enhance communication and promote values among the GW employee community.	Partner to streamline processes, improve internal controls, and set standards.
Metrics	• Service delivery metrics as designed in service level agreements • Customer satisfaction surveys	• Staff performance management audits • HR metrics for target processes • Management Development	• Resolved audit findings • Risk avoidance • Breaches resolved • Cost savings

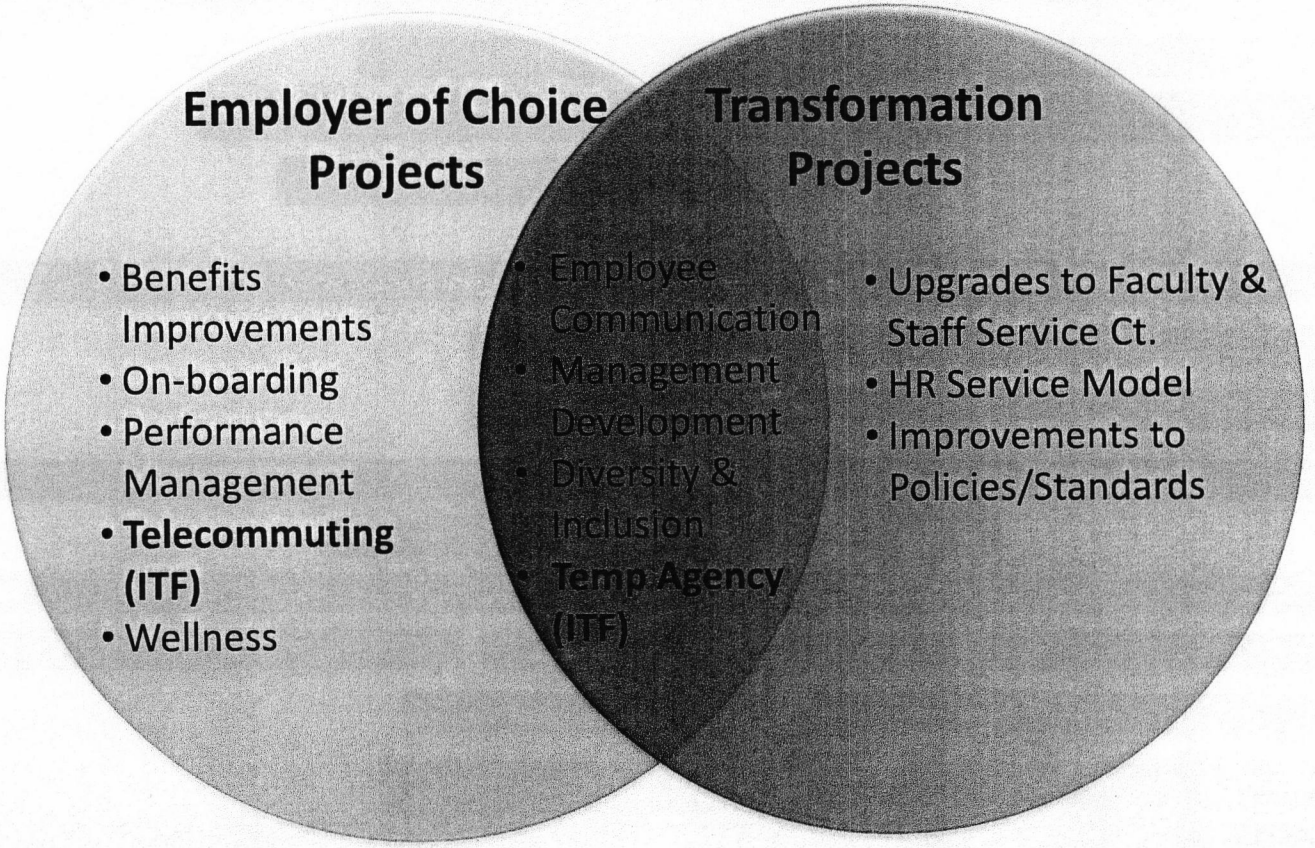
HR's Transformation Three-Year Plan



THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON DC

HUMAN RESOURCES
Proud to be GW

FY11 Priorities



Benefits Changes and Enhancements 2011

- Creation of Benefits Advisory Committee
- All health plans will be consolidated to a single vendor, United Health Care (UHC). Underlying benefit is not changing except for enhancements.
- Three plan designs will still be offered: HMO, POS, PPO
- Creation of Expanded Network to prevent disruption of service
- Health care reform and mental health parity changes to plan designs
- Coverage for Opposite-Sex Domestic Partners
- Nation-wide Coverage and Providers Network (greater support for International travelers)
- Vision Plan
- Hearing Aids Covered on select plans (UHC Choice & UHC Choice Plus – Blue)
- Medical Infertility Coverage on select plans (UHC Choice & UHC Choice Plus – Blue)
- Addition of new GW paid Short-Term Disability Program (based on years of service)
- PayFlex - Flexible Spending Account Vendor
- Roth 403 (b) Post-Tax Retirement Savings Option

THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON DC

Medical Center

Summary of Phase I Review

November 2010

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Medical Center Review Phase I

This document summarizes the first phase of a multi-phase effort to update the George Washington University's academic health strategy

- Phase I – Organizational Assessment -- ***Completed***
 - ➔ Survey of academic health organizational models
 - ➔ Evaluation of the George Washington Medical Center (GWUMC) organizational structure
- Phase II – Academic Health Vision and Strategy – ***Commencing December 2010***
 - ➔ Develop commitment to joint planning process involving GW academic health partners
 - ➔ Develop shared understanding among the partners about GWUMC's competitive position in the DC health care market, the implications of health care reform, and the fundamental economics and "funds flow" among GWUMC partners
 - ➔ Develop vision and strategy that is shared among all of GWUMC's key partners
 - ➔ Develop joint "Four Box" Mission (Research, Teaching, Clinical Service, Community) plan
 - Strategic priorities / initiatives
 - Multi-year workforce plan
 - Multi-year financial plan
 - Multi-year philanthropy plan
 - Change management, communications and faculty engagement plan

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Findings and Recommendations

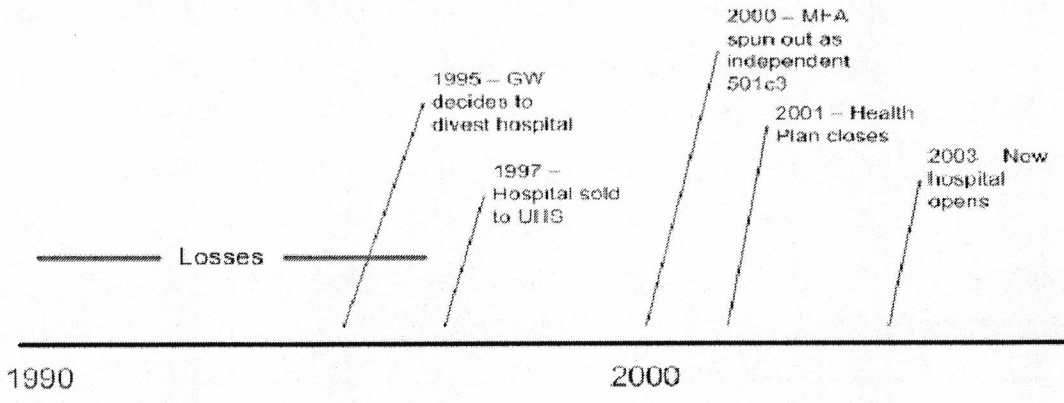
- In the 1990s GW began an aggressive and non-traditional repositioning of its health care assets to address systemic losses at GWUMC
- By many measures, the resulting strategy has been successful, with the GWUMC, the George Washington University Hospital (GWUH), and the George Washington University Medical Faculty Associates (MFA) in a much stronger financial position than they were in the late 1990s
- While successful financially, this strategy has resulted in an organizational structure that appears to be unique in terms of the independence of the parties.
- GW should engage the faculty and its medical center partners in a bold process to consider the following recommendations related to the restructuring of GWUMC to better meet current and future needs
 - → Change the reporting relationship of the deans of the schools of medicine, public health and nursing to the provost
 - → Eliminate vice provost/vp health affairs as separate position
 - → Move to strengthen the role of the dean as chief executive officer with responsibility for the School of Medicine and Health Sciences' (SMHS) educational and research activities as well as relationships with its clinical partners
- There is a need to clarify the vision, strategy, and financial plan, including philanthropy, shared among the university, GWUH, and MFA

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GWUMC Today – Historical Context

In the 1990s GW undertook an aggressive and non traditional repositioning of its health care assets to address systemic losses in its Medical Center

- In the early 1990s GW began a process of re-evaluating its medical center strategy in light of increasing losses in its clinical enterprise
- Faced with the need to invest significant capital ($200+ million) in the replacement of University Hospital, in 1995 GW's board voted to begin a process of divesting the clinical enterprise
- To stem these losses and address the need for new capital to replace aging, undercapitalized facilities, GW:
 - ➔ Sold 80% of the hospital to UHS in 1997
 - ➔ Spun the practice plan into its own independent and separately governed entity, MFA, in 2000
 - ➔ Closed its heath plan in 2001



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GWUMC Today – Historical Context

By many measures, the divestiture strategy has been successful, with all three entities in a much stronger financial position than they were in the late 1990s

- UHS has since opened a six-story 371-bed replacement facility in 2002
- MFA has reversed losses by streamlining back office and ambulatory functions and by having faculty become clinically focused and compensated
- GWUMC has reversed the losses incurred in the early-mid 1990s and has advanced its academic mission through the strengthening of the School of Public Health and Health Services (SPHHS) and the launching of the School of Nursing (SON)

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GWUMC Today – Market Context

While GWUMC and its partners, along with most US academic medical centers, performed well over the past decade, fundamental changes in the health care economy and local market are changing the competitive landscape

- Health care reform and a broader imperative to control health care costs are changing the reimbursement model for health care services
 - → Move from fee-for-service to value-based reimbursement models
 - → Lower unit prices (absolute dollar reductions in hospital and physician reimbursement)
- Physicians and hospitals will be incented to coordinate care more effectively to reduce unnecessary utilization
 - → Total cost of care performance based contracts
 - → Re-admission and hospital acquired infection penalties
 - → Reduced inpatient and ancillary utilization
 - → Increased ancillary price competition
- Increased demand for health services (broader insurance coverage; population aging) will result in a need for new primary care models
- Slower growth / reduced National Institutes of Health (NIH) funding is increasing competition for research funds and favoring top tier institutions

Future health system success will be based less on reputation and volume and more on integration of care and effectively delivering better quality and more efficient care. Strategies that succeeded over the past decade are unlikely to be sufficient in the next

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GWUMC Organizational Options

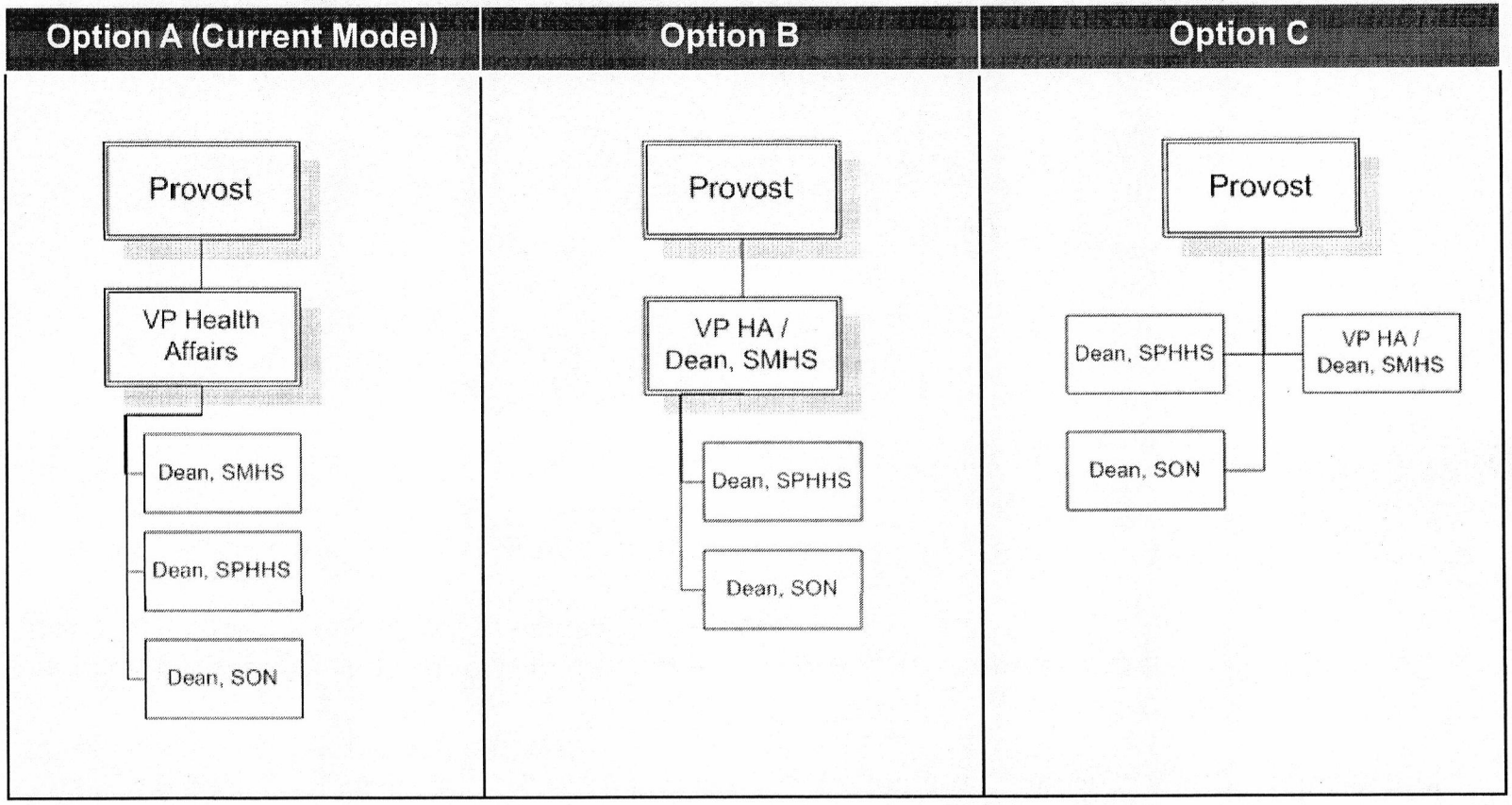
We considered three principal options for GWUMC with respect to its organizational structure

- Option A – Maintain current structure while attempting to address current challenges
- Option B – Combine the vp-health affairs and SMHS dean role into a "double-hatted" position. Continue the current reporting relationships of SPHHS and SON
- Option C – Combine the vp-health affairs and SMHS dean role into a "double-hatted" position with responsibilities for managing the Medical Center partner relationships and running the school. Shift the reporting relationships of the deans of SPHHS and SON to the provost

Options are summarized on the following page.

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GWUMC Organizational Options



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Recommendations – Medical Center Organization

We believe that GW should pursue Option C to better position GWUMC to meet current and future needs, ***and should engage its faculty and medical center partners in a process to further evaluate and test this recommendation***

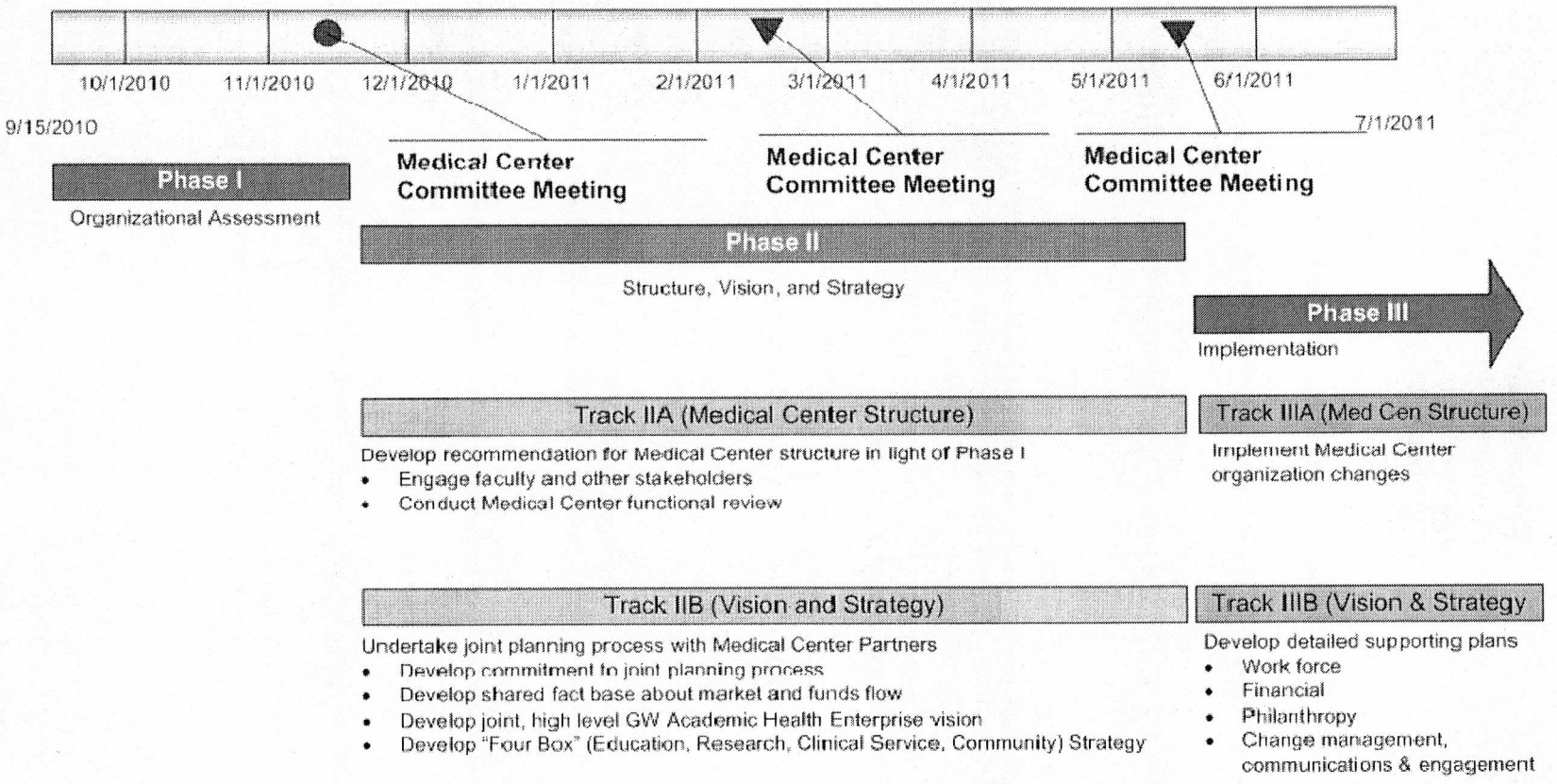
- Option A adds complexity and expense that is unwarranted given GWUMC's partnership model, while weakening the role of the deans

- Option B appears inconsistent with the university's objective of developing the SPHHS and SON into vital independent professional education programs

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Next Steps – Begin Work on Phase II



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Faculty Senate
Appointment, Salary, and Promotion Policies (ASPP) Committee
Interim Report
December 8, 2010

The committee met two times in fall 2010 semester and considered the following topics:

Upcoming and planned changes to medical and other benefits: The administration, for the first time in 10 years, did an evaluation of the market place for health care and other benefits. They requested proposals from a number of vendors, however only four responded: Aetna, CIGNA, Carefirst Blue Cross-Blue Shield and United Health Care. Using a standardized evaluation each proposal was rated. It was determined that United Healthcare (UHC) provided the best proposal including features such as online website to check claims processing, general wellness information on line, and the ability to obtain a temporary medical ID if you are out of area. Also, UHC has a national service area and out of area coverage will be more readily available. United Healthcare will offer the same three options of an HMO, PPO and POS as previously offered by CIGNA and Carefirst. Next year there will be a 4.7 percent increase in our premiums at GW, compared to approximately 10 percent elsewhere in DC area.

Changes in the health benefits effective January 1, 2011 will include added coverage for opposite sex domestic partners, treatment for infertility (instead of just diagnosis), hearing aids, and prosthetic wigs for cancer patients. Changes consistent with the national healthcare bill include no co-pay on preventive healthcare visits, and coverage of dependant children to age 26, whether they reside in the member's home or not. Also, the co-pay on mental health visits will drop from $35 (specialty) to $25 (primary care). All current providers will be rolled over to the new system. The current provider of flexible spending benefits (Mercer) is being replaced by a new provider that is supposed to be more responsive.

Upcoming and planned changes in the retirement plans: A series of new funds have been added to the 403(b) and 401(a) plans to broaden choices. Phil Wirtz pointed out that this is the first attempt to adjust the funds and that the large cap funds do not generate the revenue that they did 5-10 years ago. A suggestion was made on the need for a total market index fund to hedge against the type of market fluctuations that we are currently experiencing. A suggestion was the Vanguard VIX fund, assuming that it had low maintenance costs. HRS said they would look at it, but reminded the committee that pension plans are regulated by the IRS and any changes would have to be within IRS guidelines.

Meeting the 60th percentiles of AAUP salary scales: On request from a GSEHD department, the committee requested the provost to supply information on salaries in the various schools in order to determine how far we are in meeting the 60th percentiles, especially in CCAS and GSEHD. Chair of ASPP committee then carried out calculations to determine how much money is needed to bring CCAS and GSEHD in compliance with

the Senate resolution on this matter. It is discovered that the total cost of this compliance is approximately $646,199. These two reports are enclosed.

Salary equity issues: We discussed the matter of salary equity across the university and emphasized the need to carry out such an university wide exercise in the near future. Provost Lerman informed the committee that salary equity comparisons are undertaken upon request of a faculty member; the committee felt that the university ought to do this across the board.

Smith Center Use-of-the-Pool by faculty issue: The committee was asked to consider the fact that the members of Lerner Health and Wellness Center members have recently been barred from the use of Smith Center swimming pool and must purchase a Presidents' Club membership in order to continue using that pool. The committee has requested the administration to provide Lerner Center members access to Smith Center for at least a few hours in the week.

Compilation of Administrative Salaries and comparison with faculty salaries and student tuition increases: Chair of ASPP committee has compiled the administrative salaries of senior administrators for the calendar year ending 2008 (copy attached). This compilation also includes the undergraduate tuition and faculty salaries averages over the past 7-8 years. It may be noted that the senior administrators at GW received an average of 92.9% salary increase over 7 years (with one year –2008-- increase as high as 38%). The tuition for incoming undergraduates went up by 46.18% over 7 years. However, the faculty salaries went up only by an average of 31.9% over the 7 year period.

Benefits Advisory Committee: This is the new name of the erstwhile Benefits Review Committee (BRC) that has not been in operation for a while and plans are afoot to reconstitute this committee. The faculty senate executive committee is discussing the composition of this committee with GW administration.

Respectfully Submitted

Murli M. Gupta
Chair, ASPP Committee

Average Salaries by Rank and School Comparison to AAUP 60th percentile

	Professors			Associate Professors			Assistant Professors		
School	2009-10	AAUP 60%	Difference	2009-10	AAUP 60%	Difference	2009-10	AAUP 60%	Difference
CCAS	$122,738	$120,867	$1,871	$83,814	$84,931	($1,117)	$69,940	$72,672	($2,732)
GSEHD	$122,839	$120,867	$1,972	$83,870	$84,931	($1,061)	$65,155	$72,672	($7,517)
ESIA	$136,093	$120,867	$15,226	$91,508	$84,931	$6,577	$75,411	$72,672	$2,739
SEAS	$141,544	$120,867	$20,677	$107,505	$84,931	$22,574	$92,598	$72,672	$19,926
GWSB	$136,901	$120,867	$16,034	$119,354	$84,931	$34,423	$125,594	$72,672	$52,922
CPS*				$84,369	$84,931	($562)			
Law**	$217,949	$120,867	$97,082	$158,584	$84,931	$73,653			
SPHHS	$152,158	$120,867	$31,291	$117,426	$84,931	$32,495	$84,694	$72,672	$12,022
GWU AAUP SALARY AVG	$142,900	$120,867	$22,033	$98,600	$84,931	$13,669	$81,000	$72,672	$8,328

* Data for CPS are incomplete where n<3

** Excludes clinical law faculty

Institutional Research and Planning November 16, 2010

Amounts needed to bring CCAS and GSEHD faculty salaries up to AAUP 60% level

	Associate Professors		Amount Needed	Assistant Professors		Amount Needed	Total for all ranks
	Differential 2009-10	Numbers 2008-09		Differential 2009-10	Numbers 2008-09		
CCAS	$1,117.00	122	$136,274.00	$2,732.00	129	$352,428.00	$488,702.00
GSEHD	$1,061.00	28	$29,708.00	$7,517.00	17	$127,789.00	$157,497.00

Total for Associate Professors	$165,982.00	Total for Assistant Professors =	$480,217.00	**$646,199.00**

Faculty Senate ASPP Committee December 3, 2010

The George Washington University

Compilation of Top Administration Salaries; Comparison with Faculty Salaries and Tuition Increases

November 22, 2010

GW Compensation Data from IRS Form 990 Schedule A (Salaries reported to IRS.)

President and Vice Presidents		Year Ending Dec-08	Year Ending Dec-07	1 year % Change 12/07-12/08	Year Ending Dec-06	2 year % Change 12/06-12/08	Year Ending Dec-04	4 year % Change 12/04-12/08	Year Ending Dec-03	5 year % Change 12/03-12/08	Year Ending Dec-02	6 year % Change 12/02-12/08	Year Ending Dec-01	7 year % Change 12/01-12/08
Steven Knapp	President*	**$895,305**	$715,627	**25.1%**										
		President Knapp joined GWU on 08/01/2007 and was paid $298,178 as salary for 5 months which is annualized and reported above as 2007 salary ($298,178 x 12/5)												
Stephen Joel Trachtenberg	President Emeritus**	**$789,020**	$1,025,875		$691,204		$630,021		$609,837		$564,302		$516,904	
		***President Trachtenberg was paid $3,578,566 on retirement (7/31/2007); of this amount $2,980,139 was "payout of deferred compensation and accrued sabbatical leave".*												
		The difference $598,427 constitutes salary for 7 months which is annualized and reported above as 2007 salary ($598,427 x 12/7)												
John Williams	Provost & VP Health Affairs	**$867,913**	$772,500	**12.4%**	$676,584	**28.3%**	$593,516	**46.2%**	$578,616	**50.0%**	$516,304	**68.1%**	$507,206	**71.1%**
Louis Katz	Exec VP & Treasurer	**$809,733**	$618,557	**30.9%**	$544,371	**48.7%**	$503,209	**60.9%**	$496,233	**63.2%**	$431,892	**87.5%**	$411,246	**96.9%**
Robert Chernak	Senior VP SASS	**$623,957**	$450,374	**38.5%**	$403,755	**54.5%**	$341,894	**82.5%**	$331,617	**88.2%**	$306,906	**103.3%**	$296,943	**110.1%**
Don Lehman	Exec VP Acad Affairs	**$549,675**	$445,956	**23.3%**	$386,770	**42.1%**	$320,070	**71.7%**	$306,954	**79.1%**	$292,015	**88.2%**	$283,915	**93.6%**
Average Total Senior Administration Increases:			**Over 1 year:**	**26.3%**	**Over 2 year:**	**43.4%**	**Over 4 years:**	**65.3%**	**Over 5 years:**	**70.1%**	**Over 6 years:**	**86.8%**	**Over 7 years:**	**92.9%**

Tuition and fees (New Undergraduates) http://www.gwu.edu/~ire/tuition_fees.htm		2010/11	2009/10	2008/09	2007/08	2006/07	2005/06	2004/05	2003/2004	2002/2003
		$42,905	$41,655	$40,437	$39,240	$37,820	$36,400	$34,030	$29,350	$27,820
	Annual Tuition Increase:	**3.00%**	**3.01%**	**3.05%**	**3.75%**	**3.90%**	**6.96%**	**15.95%**	**5.50%**	
	Total Increase in Tuition for New Undergraduates over 7 years (2003/04-2010/11)-->									**46.18%**

Faculty Salaries Data from GW Fact Book (Average Regular Full Time Salaries, excludes School of Medicine)
http://www.gwu.edu/~ire/fsas.htm

	Average Salaries 2009/10	Average Salaries 2008/09	1 year % Change 6/09-6/10	Average Salaries 2007/08	2 year % Change 6/08-6/10	Average Salaries 2006/07	3 year % Change 6/07-6/10	Average Salaries 2005/06	4 year % Change 6/06-6/10	Average Salaries 2004/05	5 year % Change 6/05-6/10	Average Salaries 2003/04	6 year % Change 6/04-6/10	Average Salaries 2002/03	7 year % Change 6/02-6/10
Professor	$142,900	$134,788	**6.0%**	$128,500	**11.2%**	$123,936	**15.3%**	$118,802	**20.3%**	$110,288	**29.6%**	$107,072	**33.5%**	$107,511	**32.9%**
Associate Professor	$98,600	$97,025	**1.6%**	$92,600	**6.5%**	$89,450	**10.2%**	$84,307	**17.0%**	$80,677	**22.2%**	$76,820	**28.4%**	$76,364	**29.1%**
Assistant Professor	$81,000	$78,764	**2.8%**	$75,100	**7.9%**	$72,132	**12.3%**	$69,306	**16.9%**	$63,157	**28.3%**	$60,879	**33.1%**	$60,602	**33.7%**
Average Total Faculty Increases over time period:		**1 year:**	**3.5%**	**2 years:**	**8.5%**	**3 years:**	**12.6%**	**4 years:**	**18.0%**	**5 years:**	**26.7%**	**6 years:**	**31.6%**	**7 years:**	**31.9%**

INTERIM REPORT, LIBRARIES COMMITTEE
December 6, 2010

The Committee met Nov. 30, when it briefly reviewed the status of the resolution approved last year regarding "Open Access," now being considered by the Research Committee.

Jack Siggins, Scott Pagel, and Anne Linton provided information about the issue of copyright protection – especially problematic with regard to faculty use of Blackboard – a problem now in the hands of the Office of General Counsel, which needs to issue an advisory notice for the Provost to disseminate to the faculty. David McAleavey offered to contact the OGC to see what progress is being made on this issue.

The Committee then discussed the money woes afflicting Gelman, trying to address the absence of any increase in the collections budget for the past six years. Pursuing its charge from the Senate, the Committee asked Jack Siggins to prepare data showing how Gelman's acquisitions budgets have compared to those of our market basket schools over the years since GW was admitted to the Association of Research Libraries, so that more than GW's relative position is under discussion, but the actual dollar amounts come into view as well. (Given that a flat acquisitions budget means an approximate loss of 8% in purchasing power each year, owing to price increases and inflation, it is already clear that Gelman is failing to improve its holdings overall, relative to several plausible standards.) It seems likely that the Committee will prepare a resolution for the Senate regarding University support for Gelman, once more data become available.

For the Committee – David McAleavey (Chair)

Faculty Members of the Committee (not ex officio):
Simon Berkovich, Vincy Fon, Carmen Gomez, Valentina Harizanov, Katherine Larsen

REPORT OF THE EXECUTIVE COMMITTEE

Michael S. Castleberry, Chair

10 December 2010

1. This week, letters concerning elections for Faculty Senate representatives for the 2011-12 session were sent to the dean of each school with the request that the process be completed and results reported to the Senate Office by March 15, 2011.

2. In the aftermath of the conversations related to health benefit changes without faculty participation or involvement, we requested that the Provost establish a University Committee that would include faculty, staff, emeriti and administration representatives. The charge to this Committee would be to review any prospective changes in benefits and participate in the information-sharing process. The Committee has already met once even though the final membership is not yet complete. We will keep you apprised on the work of this group.

3. I will defer to the Chair of the Honors and Convocations Committee to brief you on the particulars related to the exclusion of faculty in the selection process for a commencement honoree. This is a violation of our procedural history with the administration, and is even more troubling since it was managed by someone who has done this work before and knows the process. Faculty have input into the selection of commencement speakers and honorary degree recipients. To exclude faculty from the process is inexcusable and insulting.

4. On the Special Committee on the SPHHS report and the Dean's response:

There was never an issue with the concept of adding additional tenure-accruing roles in SPHHS. The Senate has always been on record as supporting the development of faculty roles to bring the School of Public Health into compliance with the *Faculty Code*. There was, however, an incredible degree of mystery and secrecy as regards the conversion process that began in May and June when I first began receiving inquiries on the matter.

As June and July progressed it became evident that something had happened and that it wasn't advertised or well known by all faculty within SPHHS. As the summer wore on, more information was revealed that a) there had been conversions from research to tenure-accruing and contract roles, b) members of the faculty were not involved in establishing criteria or reviewing candidate data, and c) the final APT vote of the school was made by a committee that was appointed, not elected or consisting of the faculty sitting as a committee of the whole as stipulated by the *Faculty Code*.

We requested the support of the Provost to explore what had occurred based on the questions we had received. It took us until early October before we felt we had an understanding of what had happened. At the October Executive Committee meeting we presented our reports and President Knapp and the Provost gave their opinions. The Executive Committee then continued the conversation in executive session.

There was no Board of Trustees action in this matter. The conversion offer that Interim Dean Reum received came from Provost and Vice President for Health Affairs Williams of the Medical Center and Executive Vice For Academic Affairs President Lehman.

It should be noted that a conversion from one type of faculty role to a tenure-accruing role is, by definition, an appointment. Thus, it begins in a department. It usually begins with a request for a role that passes through the Chair, the APT committee, the Dean, and is then approved by the Executive Vice President for Academic Affairs. When approved, it returns to the department where a committee establishes criteria for the position, develops a search plan (external, internal, conversation, etc.), which is approved all the way to the EVPAA's office, and then members of a search committee are elected by the faculty. They do their work, make recommendations to the department faculty, they act and forward recommendations to the APT committee, to the Dean, and then to the EVPAA where the final decision is made.

The process that occurred in SPHHS was flawed at each level. Members of the full-time faculty were never notified about what was going on; they heard about it in passing. They were never convened to establish or approve criteria, they never were involved in the review or selection process, they never voted on candidates, and they did not have elected representation on the APT committee that recommended action to the Interim Dean. These are, without doubt, serious omissions as regards faculty rights to have input into decisions on who will be invited to become a member of the faculty.

It is inconceivable that the service history of the Interim Dean of SPHHS and the department chairs involved in the decision-making did not include information that they were acting outside the *Code* in each instance. Senior faculty are not that ignorant of the rules that govern these matters. And while initial approval was sought from the Provost and Vice President for Health Affairs and the Executive Vice President for Academic Affairs, it was approval of the process steps, not an approval of the make-up of the various committees. In the rush to sign off on the appointments in early July the flaws were compounded—people who sought and were appointed to new positions probably did not know that faculty rights were significantly and consistently violated in the process.

This is a situation which should never have occurred. There was support for adding to the tenure-accruing roles in the school and it would have been no more difficult to have followed the *Faculty Code* in completing the process.

There are but two options to resolve such a situation: repeat the process correctly in compliance with the *Code* or accept it as a *fait accompli.* We decided to pursue the latter route, in part out of respect for the members of the faculty who were not necessarily aware that their appointments were outside *Code* compliance.

5. The Executive Committee will hold its next meeting on Friday, December 17. Resolutions and Reports should be submitted to the Senate office prior to that date.

REPORT TO THE ACADEMIC AFFAIRS COMMITTEE OF THE BOARD OF TRUSTEES

Michael Castleberry, Chair
Executive Committee of the Faculty Senate
October 14 2010

Faculty Senate Resolutions

"A Resolution Presenting Recommendations on the Proposal for a New School of Nursing" (10/1)

This resolution was presented with a report by the Special Committee on the Proposed School of Nursing appointed by the Executive Committee and chaired by Professor Edward Cherian. The Committee reviewed the proposal and worked with the Department of Nursing faculty to address deficiencies in the original document. Resolution 10/1, expressing the Faculty Senate's support for establishing the new School and outlining four understandings for this, was adopted at a special meeting of the Faculty Senate on May 12, 2010. The Resolution was forwarded to the Board of Trustees at their meeting on May 14, 2010, where it was approved and a decision memorandum was appended to it. (Resolution 10/1 and the decision memorandum are attached.)

"A Resolution on Faculty and Staff Compensation Increases and Compensation Policy" (10/2)

Resolution 10/2, adopted by the Faculty Senate at its meeting on May 14, 2010, commended the University administration and Board of Trustees for its decision to continue the past policy of providing for a 4% merit pool in the budget for Fiscal Year 2010, and urged that they provide for a 4% merit pool in the budget for Fiscal Year 2011, subject to the University continuing to maintain its strong current financial position. (Resolution 10/2 is attached.)

REPORTS

The Faculty Senate received a report by Vice President Lenn at the May 14th Senate meeting on the work undertaken by the Innovation Task Force. Savings identified by the Task Force will support academic initiatives, including faculty development and training.

The Executive Committee arranged for a brief presentation by Associate Vice President for Total Rewards, (Human Resources) Michelle Wiles concerning significant changes to the health plan. Faculty were not involved in discussions as to the shift in health care providers during the upcoming open enrollment period which will impact all faculty and retirees receiving health benefits. This significant

omission has been addressed to Chief Human Resources Officer Louis Lemieux and he will make a presentation to the Senate in November.

Professor Edward Cherian, Chair of the Joint Senate Subcommittee of Professional Ethics and Academic Freedom and Fiscal Planning and Budgeting Committees on Compliance with the *Faculty Code* by the School of Public Health and Health Services (SPHHS), gave a sixth update at the September session of the Faculty Senate, presenting five issues:

1. that the SPHHS will not be in compliance with the *Faculty Code* by 2012 as projected by Interim Dean Reum in October, 2009;

2. that current faculty and department chair search committees are not properly constituted or following procedures in compliance with the *Faculty Code;*

3. that a review of the SPHHS "Guidelines for Appointment, Reappointment, Promotion, and Tenure," dated June 30, 2010, and received by the Joint Subcommittee Chair on August 27, 2010, indicated inconsistencies with the *Faculty Code* and will be reported back to the SPHHS to review and be brought into compliance;

4. evidence that nine research staff were 'converted' into regular, active-status faculty positions with no data regarding how this occurred, whether *Faculty Code* provisions were followed, etc.;

5. the issue in SPHHS of whether review by the Medical Center Faculty Senate means that there were no responsibilities to inform the University Faculty Senate re item 4.

Professor Cherian expressed the Joint Subcommittee's concern with regard to all of these matters and indicated that he would submit a written report to the Executive Committee further clarifying the issues.

The Faculty Senate has reviewed the cost estimates for the SEC contained in a letter to the Executive Committee from Provost Lerman and Executive Vice President and Treasurer Katz dated August 25, 2010. A report on work undertaken in connection with the SEC conducted by the Ballinger firm over the summer months was included with this letter. These materials were circulated at the September 10th Senate meeting. At that meeting, the Senate also heard a presentation on work undertaken by the SEC Operating Committee over the summer. The Fiscal Planning and Budgeting Committee is preparing a resolution concerning the proposed financing of the SEC for consideration at the October 8th Senate meeting.

PERSONNEL MATTERS

Nonconcurrences

One nonconcurrence from the School of Engineering and Applied Science was processed during the first quarter of the 2010-11 session.

Pursuant to provisions of the *Faculty Code*, the nonconcurrence was reviewed by the Executive Committee of the Faculty Senate. Following its interviews with all parties and not finding compelling reasons to sustain the nonconcurrence, the Executive Committee invited the Dean to withdraw his nonconcurrence. He declined and, in accordance with the *Faculty Code,* the department appealed to the President of the University. The President's response, also in accordance with the *Faculty Code,* was to extend the tenure clock for one year at which time he will render a final decision on the matter.

Respectfully submitted,

Michael Castleberry, Chair

Members of the Executive Committee:

Brian L. Biles
Bruce J. Dickson
Miriam Galston
Charles. A. Garris, Jr.
Diana E. Johnson
Gary L. Simon
Philip W. Wirtz

A RESOLUTION TO PRESENT RECOMMENDATIONS ON THE PROPOSAL FOR A NEW SCHOOL OF NURSING (10/1)

WHEREAS, a proposal to establish a new School of Nursing was presented to the Faculty Senate on April 13, 2010, and was amended on April 16, 2010;

WHEREAS, Article IX.A of the *Faculty Code* provides that:

"The Faculty Senate or an appropriate committee thereof is entitled to an opportunity to make recommendations on proposals concerning the creation, consolidation, or elimination of schools or other major components of the University."

WHEREAS, certain Schools in the University (including the School of Media and Public Affairs and the School of Public Policy and Public Administration) operate as Schools within a School and do not operate as independent Schools;

WHEREAS, the Faculty Senate Executive Committee appointed the Faculty Senate Special Committee on the Proposed School of Nursing (the "Special Committee") to review and evaluate the proposal to establish a new School of Nursing;

WHEREAS, the Special Committee has submitted a report (the "Special Committee Report"), a copy of which is attached to this Resolution as Appendix A, which describes the Special Committee's evaluation of the proposal and presents the Special Committee's recommendations for further action;

WHEREAS, for the reasons explained in the Special Committee Report, the proposal as presently constituted sets forth a persuasive case for the concept of a School of Nursing but does not sufficiently address a number of significant concerns set forth in the Special Committee Report; **NOW, THEREFORE**

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

1. That the Faculty Senate supports the establishment of a School of Nursing but further recommends that the School of Nursing should not operate as an independent School until that School has satisfied all of the benchmarks set forth in the Special Committee Report attached to this Resolution as Appendix A.

2. That, until the School of Nursing has satisfied all of the benchmarks set forth in the Special Committee Report, the School of Nursing should operate as a School within the School of Medicine and Health Sciences.

Special Committee on the Proposed School of Nursing

Professor Edward J. Cherian, Chair
Professor Brian L. Biles
Professor Gary L. Simon
Professor Arthur E. Wilmarth, Jr.
Professor Philip W. Wirtz

May 3, 2010

APPENDIX A

The George Washington University
Faculty Senate

Report of the Special Senate Committee Regarding the Proposed School of Nursing

May 3, 2010

To: Michael S. Castleberry, Chair
Faculty Senate Executive Committee

Re: Review of the Proposal for a School of Nursing

The April 13, 2010 proposal for a School of Nursing (as amended by 3 pages and supplemental information received on April 16, 2010) has been reviewed on an expedited basis by the members of the Special Committee, working both independently and in two meetings during the past 14 business days.

The proposal contains a great deal of information which responds to that requested in Appendix A of the Senate Resolution of April 9 concerning the proposed School of Nursing. The proposal presents a persuasive case for the concept of a School of Nursing. However the Special Committee has identified several major concerns that have not been sufficiently addressed in order to ensure the successful formation and operation of an independent School of Nursing outside the School of Medicine and Health Sciences.

1) The proposed School of Nursing should have a core of tenured faculty (in addition to the Dean and Senior Associate Dean) in order to have the requisite academic stature to be able to attract additional highly qualified faculty, to perform faculty appointment, promotion and tenure (APT) functions and decisions, and to establish Faculty Senate representation.

2) The School of Nursing should be in full compliance with the University's Faculty Code including compliance with the following requirements:
 - at least 75% of the School's regular active-status faculty must be tenured or tenure-track faculty;
 - APT committee composition, independence and process;
 - search committee composition and process for searches for faculty and academic administrators;
 - curriculum development process.

3) The standards for student admissions to the various degree programs should be consistent with other GW established programs, and clearly specified.

4) The proposed School's stated goal of achieving top 25 academic status (US News and World Report) should be fully described and the academic rigor and standards in

admission, instruction and degree qualifications for students should be specified. In addition aspiration schools and competitive schools should be identified.

5) The School should be a financially self-sustaining unit, including costs of admissions, fiscal management, instructional design, student services, learning systems & support, and career development and placement. The School should be able to fully cover its direct costs and also to make substantial indirect cost contributions toward the University's overhead. Funding sources to accomplish this requirement of financial independence should be fully identified including; endowment, tuition, University contributions, donor contributions and other sources. Proposed scholarships and tuition discount rates should be specified and data (including market studies) to support projected enrollments should be provided.

6) The proposed School plans to occupy space at the Virginia Science and Technology Campus (STC) for some 55% of their space needs and the Foggy Bottom campus for 45% of their space needs. Enrollment, faculty and staff head count growth proposed for the School at the Foggy Bottom campus would place added strain on the University's ability to comply with the DC BZA order limits, and should be justified as being consistent with the University's overall campus development plan. Development and future growth of the proposed School should be primarily directed at the Virginia STC.

7) A senior Board of Advisors, totally independent of business connections with the leadership of the Department of Nursing and the Medical Center, is a necessary asset for successful School formation.

8) Letters of intent from INOVA Fairfax Hospital System and from other partner hospitals indicating their intent to participate with the School for student rotations and clinical experiences are needed in order to demonstrate the viability of the proposed School's instructional and business plans.

9) The proposal for the School of Nursing identifies a potential governance conflict in the duality of the Medical Center Faculty Senate and the University Faculty Senate. It is essential that this conflict be resolved and the proposed School of Nursing should affirm that it participates in shared governance of the University through the University Faculty Senate.

The formation of an independent School of Nursing operating outside the School of Medicine and Health Sciences should be predicated and conditioned upon achievement of the following benchmarks related to the above concerns:

1) A minimum of three tenured professors (exclusive of the Dean and Senior Associate Dean) should be part of the regular active status faculty of the School.

APPENDIX A

2) The School's faculty composition, APT criteria and process, search committee composition and process for academic administrators, and curriculum development process should be in full compliance with the University Faculty Code.

3) Detailed descriptions of student admissions standards should be available for review.

4) A detailed plan, including timeline, for achieving the School's stated goal of top 25 academic status (US News & World Report), describing aspiration and competitive schools, should be available for review.

5) The School should demonstrate its financial independence (including its ability to cover all direct costs of essential School functions and to make substantial indirect cost contributions toward the University overhead) based on sources of revenue and funding details in its financial and operational plans; if the School cannot yet achieve full financial independence, its financial and operating plans should describe in detail the amounts, sources and duration of needed University subsidies until full financial independence is achieved and a credible timeline for achieving such independence.

6) The essential primary functions of the school including faculty, staff and students should be established at the Virginia STC and any proposal to locate School programs at the Foggy Bottom campus must demonstrate compliance with the University's campus plan and DC BZA limits on faculty, student and staff headcounts.

7) Activation of a fully independent Board of Advisors.

8) Receipt of letter(s) of intent from INOVA Fairfax Hospital System and other partner hospitals, indicating their commitment to participate with the School for student rotations and clinical experiences.

9) Resolution of the potential conflict in governance by affirming that the School participates in shared governance through the University Faculty Senate.

Until all of the foregoing benchmarks are satisfied as determined by a subsequent review by the Faculty Senate, the Special Committee recommends that the proposed School of Nursing should operate as a school within the School of Medicine and Health Sciences.

Edward J. Cherian, Chair

Committee Members:
Brian Biles,
Gary Simon
Arthur Wilmarth
Philip Wirtz

DECISION MEMORANDUM – Proposed School of Nursing
May 2010

Decision to be Made:
Establish a School of Nursing at the Virginia Science and Technology Campus, effective 1 July 2010. The school shall be launched and fully operational 1 July 2011.

Recommendation of the Academic Affairs Committee:
Approve the proposal to establish the School of Nursing as outlined in "Proposal for a School of Nursing," May 2010

Special Issues Addressed by the Academic Affairs Committee:
It is understood that:

1) At least three tenured faculty members who are not academic administrative officials shall be appointed to the faculty of the School of Nursing by August 31, 2011; and
2) At least 75% of the regular, active-status faculty of the School of Nursing shall hold tenured or tenure-accruing positions by August 31, 2014; and
3) By August 31, 2010, the founding Dean of the School of Nursing shall address those questions remaining from the Faculty Senate Committee on the Proposal for a New School of Nursing.

In addressing item 1, above, the Vice President for Health Affairs has committed to the funding of four tenured faculty lines in the School of Nursing for FY2012.

Background:
GW's BS in nursing program, located at the Virginia Science and Technology Campus (VSTC), has been extremely successful. For the Fall 2010 semester, the program received 400 applications for 40 open seats. This success, and the national shortage of nurses, make this a propitious time to launch a School of Nursing. A full-fledged school, in contrast to a program, will enable GW to attract top-flight faculty members and increase the number of tenured and tenure-accruing faculty members teaching nursing.

Senior Associate Dean Jean Johnson of the School of Medicine and Health Sciences, and Dr. Ellen Dawson, RN, chair of GW's department of nursing, have developed a detailed proposal, business plan, and SWOT analysis. The proposal states that the School's mission is to "develop nursing leaders who will actively engage in promoting health and well-being at local, national, and global levels." The overall goal is to be a leader in both education and research and, within eight years, to move the school into the top 25 schools of nursing as rated by U.S. News and World Report.

Market data derived from national and regional workforce projections and from GW's experience in attracting applicants supports the sustainability of the School. Applications to the BSN program increased from 79 in 2009 to 437 in 2010.

The School will be primarily located at VSTC, with a continued presence on the Foggy Bottom Campus to support nursing students integrated with the medical and physician assistant programs in Foggy Bottom.

Fiscal Impact of Proposed Action:
Analysis shows minimal financial effect in separating nursing from health sciences.

DECISION OF THE FULL BOARD OF TRUSTEES:

(Circle One): ***Approved*** ***Disapproved*** ***Deferred*** ***Withdrawn***

(Circle One): ***With Discussion*** ***Without Discussion***

Date: 14 May 2010

A RESOLUTION ON FACULTY AND STAFF COMPENSATION INCREASES AND COMPENSATION POLICY (10/2)

WHEREAS, due to prudent and sound financial decisions, the University is in a strong financial position, as evidenced by the accumulation of reserves in excess of $250 million and excellent credit ratings from S&P and Moody's; and

WHEREAS, the University administration and the Board of Trustees have noted that the current relative financial strength of the University presents an opportunity for The George Washington University to improve its position relative to that of other market-basket schools; and

WHEREAS, for Fiscal Year 2010 the University administration and the Board of Trustees were able to continue the past policy of providing for a 4% merit salary pool for faculty and staff while maintaining a balanced budget, and

WHEREAS, the quality of education and life at the University is inextricably linked to the quality of the faculty and staff which form its core, and compensation policy is crucial to maintaining that quality, and allowing the University to improve its ability to continue to compete for the best available faculty and staff; and

WHEREAS, the Board of Trustees is in the process of developing the University budget for Fiscal Year 2010-2011; and

WHEREAS, current budget projections indicate that the University's financial position for Fiscal Year 2011 will continue to be strong, **NOW, THEREFORE,**

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

1. That the Faculty Senate commends the University administration and the Board of Trustees for the decision to continue the past policy of providing for a 4% merit pool in the budget for Fiscal Year 2010; and

2. that the Faculty Senate strongly urges the University administration and the Board of Trustees to stay the course by providing for a 4% merit pool in the budget for Fiscal Year 2011, subject to the University continuing to maintain its strong current financial position.

Committee on Fiscal Planning and Budgeting

April 20, 2010

Adopted May 14, 2010

Background Statement on the Faculty Senate Resolution 10/2 on Faculty Compensation Increases and Compensation Policy

The quality of faculty and staff is an essential ingredient in the University's aspiration to move to the next level among institutions of higher education. It is laudable that the Board of Trustees and Administration decided to continue the recent policy of providing for a 4% faculty and staff merit pool for 2010. There are, however, indications that consideration is being given to providing for a merit pool of 3% instead of 4% in the next university budget. Possible reasons for doing so might include: (1) Many other colleges and universities have either frozen salaries, or reduced them so that the higher annual increase of 4% is not needed to keep the University competitive; and (2) it is prudent in uncertain financial times for the University to budget for more modest increases in faculty and staff compensation.

The counter arguments for "staying the course" as recommended in the resolution are as follows.

1. It is certainly true that many other universities have had to freeze or reduce faculty and staff compensation for financial reasons. At such institutions, these actions have also been accompanied by austerity in other areas, such as plans for expansion of programs, construction of new buildings, etc. However, as the Resolution notes, thanks to prudent financial management, The George Washington University does not find itself in such circumstances. Indeed the Administration has stated several times that the current relatively strong financial position of the University offers a somewhat unique opportunity for the University to move forward relative to its competition.

 This argument applies to faculty and staff salaries as well to other parts of the University budget. In commenting on GWU faculty salaries relative to its market basket the Middle States Accreditation report (Chapter 4) notes that while considerable progress has been made in improving average faculty compensation at the University compared to other similar universities nationally, progress has been considerably slower in making the University truly competitive compared with its market basket

 In a fiercely competitive environment, one must be willing to do all one can, and more, to come out on top. It is not clear that GW is in fact doing all it can and more or that it is progressing more rapidly than its competition.

 The attached spreadsheet of GWU faculty salaries compared with its market basket shows that in 2010, some improvement was achieved as a result of GWU providing for a 4% merit pool compared with raises offered at other market-basket institutions; but there was clearly room to do even better. The third panel of the spreadsheet shows what might happen if (a) GWU were to stay the course for 2011, and (b) the market basket schools behaved in 2011 as they did in 2010. This simple back-of-the-envelope exercise shows that there would be continued improvement in the University's competitive standing, and hence its ability to compete for the very best faculty.

2. Concern about the financial capacity of the University to stay the course is of course always relevant. The Resolution provides for this concern in the resolving clause. What is known at this point is that the University's financial performance for fiscal year 2009-2010 was extremely positive, and preliminary indications are that enrollments (a key variable) for 2010-2011 remain strong.

Submitted: May 7, 2010
Joseph Cordes
Chair, Faculty Senate Committee on Fiscal Planning and Budgeting

AAUP Faculty Average Salaries GWU vs. BWU Market Basket Schools
2008-2009, 2009-2010, and Projected 2010-2011

	AAUP 2009-2010			AAUP 2008-2009			Percent Chng. 2009/10 vs.2008/09			"Projected Avg. AAUP Salaries for 2010-2011"**		
	Full	Associate	Asst	Full	Associate	Asst	Full	Associate	Asst	Full	Associate	Asst
American University	$146.5	$96.4	$67.2	$142.9	$92.6	$67.6	2.5%	4.1%	-0.6%	$150.2	$100.4	$66.8
Boston University	$140.6	$95.5	$82.1	$135.7	$91.2	$76.4	3.6%	4.7%	7.5%	$145.7	$100.0	$88.2
Duke	$160.8	$102.6	$89.8	$161.2	$107.3	$89.5	-0.2%	-4.4%	0.3%	$160.4	$98.1	$90.1
Emory University	$154.8	$99.4	$83.4	$153.4	$100.5	$84.1	0.9%	-1.1%	-0.8%	$156.2	$98.3	$82.7
George Washington University	$142.9	$98.6	$81.0	$134.7	$97.0	$78.7	6.1%	1.6%	2.9%	$151.6	$100.2	$83.4
Georgetown University	$155.5	$100.7	$83.6	$155.9	$101.0	$80.5	-0.3%	-0.3%	3.9%	$155.1	$100.4	$86.8
New York University	$171.1	$101.5	$92.7	$170.7	$103.7	$93.5	0.2%	-2.1%	-0.9%	$171.5	$99.3	$91.9
Northwestern University	$166.3	$106.9	$95.3	$161.8	$105.3	$93.5	2.8%	1.5%	1.9%	$170.9	$108.5	$97.1
Southern Methodist University	$133.4	$89.9	$84.4	$127.5	$88.8	$84.2	4.6%	1.2%	0.2%	$139.6	$91.0	$84.6
Tufts University	$127.2	$95.3	$75.7	$128.0	$95.3	$75.8	-0.6%	0.0%	-0.1%	$126.4	$95.3	$75.6
Tulane University	$128.0	$84.0	$67.8	$125.9	$83.4	$65.2	1.7%	0.7%	4.0%	$130.1	$84.6	$70.5
University of Miami	$132.5	$86.9	$79.1	$132.8	$86.2	$79.5	-0.2%	0.8%	-0.5%	$132.2	$87.6	$78.7
University of Southern California	$145.8	$98.6	$89.6	$145.0	$95.8	$86.7	0.6%	2.9%	3.3%	$146.6	$101.5	$92.6
Vanderbilt University	$145.1	$93.1	$73.1	$145.9	$93.5	$72.5	-0.5%	-0.4%	0.8%	$144.3	$92.7	$73.7
Washington University	$160.7	$97.1	$85.4	$159.3	$96.5	$85.0	0.9%	0.6%	0.5%	$162.1	$97.7	$85.8
Market Basket Median	$145.8	$97.1	$83.4	$145.0	$95.8	$80.5	0.9%	0.7%	0.5%	$150.2	$98.3	$84.6
GWU Ranking	10	6	10	11	6	10	1	4	5	7	5	9

Projected average AAUP salary for 2010-2011 arrived at by applying the percentage changes in average salaries for 2010 to the AAUP averages for 2010

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

The Faculty Senate December 2, 2010

The Faculty Senate will meet on Friday, December 10, 2010, at 2:10 p.m. in the State Room, 1957 E Street N.W., 7th Floor

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of October 8, 2010, as distributed
3. Introduction of Resolutions
4. Update on the Innovation Task Force: Co-Chairs Jeffrey Lenn and David Lawlor
5. Human Resources Update: Chief Human Resources Officer Louis Lemieux
6. Fiscal Planning and Budgeting Committee Activities: Professor Joseph Cordes, Chair
7. General Business
 - (a) Nomination for election to Senate Standing Committees: Fiscal Planning and Budgeting Committee: Professor Anthony M. Yezer
 - (b) Report of the Executive Committee
 - (c) Interim Reports of Senate Standing Committees
 - (d) Chair's Remarks
8. Brief Statements (and Questions)
9. Adjournment

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary